

Executive Registry

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25 FEB 1977

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MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology

FROM : E. H. Knoche  
Acting Director of Central Intelligence

SUBJECT : Recommendations of Seminars on Creativity  
and Ethics

1. As you are aware, two seminars dealing with the subject of creativity and ethics in CIA have been conducted in recent months under the auspices of the Center for the Study of Intelligence. The first seminar was composed of senior Agency officers while the second seminar group was made up of younger personnel and included a broader representation of the Agency population. With a few exceptions, the conclusions of the two groups tended to coincide as regards basic issues. I believe the findings that have resulted are thoughtful and deserving of serious study regarding implementation.

2. As a result of a recent discussion I had on this matter, it was concluded that all the recommendations do not necessarily lend themselves to across-the-board Agency implementation, at least in terms of applicability or emphasis. Another question presents itself and that is whether or not a more broad-based constituency would agree with the findings. In order to pursue both these points, I would appreciate your doing the following. In the course of the next two months would you or your Deputy hold a special staff meeting with each of your operating components to discuss these findings. I believe some are more applicable to specific Directorates than to the Agency as a whole. Your meetings would be helpful in validating this opinion. Such meetings also would either enhance the

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credibility of the findings or give us some different insights. The Center for the Study of Intelligence will shortly designate an officer to devote himself for some period of time to this matter. The results of your meetings will be made available to that individual for correlation.

3. Attached for your convenience is a combined listing of the most significant recommendations of the two groups. This combined listing may serve as a useful summary of the recommendations I am asking you to consider. Since it is a summary and a combination, it should not be considered a substitute for the more detailed and separate recommendations contained in the two reports distributed by the Center.

4. The recommendations of the two seminars are of personal interest to me, and I look forward to continuing progress reports from both the addressees and the Center as regards their implementation.

/s/ E. H. Knoche

E. H. Knoche

Att

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## SUMMARY OF RECOMMENDATIONS

1. Innovative Approaches to Decisionmaking

Decisionmaking authority should be delegated downward to a greater extent. In addition, interdisciplinary approaches to decisionmaking should be used to include all office-level components involved, even across directorate lines, where appropriate. Pre-decisionmaking periods should be designated to allow open discussion and dissent prior to a final decision.

2. Receptiveness of Management to Innovation

Increase the use of non-cost methods of recognition to demonstrate management's continuing interest in fostering individual initiative.

3. Improved Personnel Management

Develop programs to improve career opportunities thru better counseling, accurate evaluations, and increased rotational assignments. Periodic zero-base review of such programs will ensure effectiveness.

4. Fostering Creativity

Review the application of MBO to determine whether it stifles creativity and, if not, that it is implemented uniformly with the degree of participation necessary for success. In addition, encourage development of informal "think tanks" to allow officers to express their original idea without fear of supervisory reprisal.

5. Liaison Relationships

Take a cost/benefit approach to liaison relationships and prepare defense papers for justification to critics. In this regard, request officers volunteer ideas for alternative collection techniques to compensate for future liaison losses.

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6. Ethical Issues

Develop a canon of ethics for CIA and establish an open forum for discussion of ethical issues relating to operations. In this regard, disseminate a statement of Agency policies on covert action and other constraints under which CIA operates.

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